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T H E M A S T E R P L A N O F S A N F R A N C I S C O

P O S T W A R I M P R O V E M E N T S
 ::::::::::::::::::::::::::::::::::

Preliminary Six-Year Program
for Planning, Land Acquisition
and Construction

October 1, 1944

C i t y a n d C o u n t y o f S a n F r a n c i s c o

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C I T Y P L A N N I N G C O M M I S S I O N

Gardner A. Dailey, President

Herman Weinberger, Vice President
(Deceased September 14, 1944)

Mrs. Charles B. Porter

George W. Johns

Michel D. Weill

J. Roger Deas, Secretary

L. D e m i n g T i l t o n , D i r e c t o r o f P l a n n i n g

CITY AND COUNTY OF SAN FRANCISCO

CITY PLANNING COMMISSION

DEPARTMENT OF CITY PLANNING

ROOM 252, CITY HALL

GARDNER A. DAILEY, *President*
HERMAN WEINBERGER, *Vice-President*
GEORGE W. JOHNS
MRS. CHARLES B. PORTER
MICHEL D. WEILL
L. DEMING TILTON, *Director of Planning*
J. ROGER DEAS, *Secretary*

October 11, 1944

Honorable Roger D. Lapham
Mayor
City and County of San Francisco
San Francisco, California

Dear Mayor Lapham:

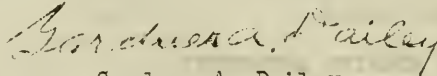
We are pleased to submit herewith a postwar program of coordinated public improvements for San Francisco.

Full credit is due the city departments for their compliance with your request of June 16. Project lists were filed by all departments interested in postwar construction before October 1. Their generous cooperation throughout has made this report possible.

The value of this program depends upon the speed and extent to which it is translated into action. It includes essential sums for engineering and architectural plans. Preferably as much of this advance planning as possible should be done before the end of the war so that a larger volume of construction will be "ready to go".

We are pleased to have been able to assist in this important work. It is directly related to and will further the development of the Master Plan.

Very truly yours,



Gardner A. Dailey
President

GAD:MJR

The Projects in this Preliminary Program

for

P O S T W A R P U B L I C I M P R O V E M E N T S

were proposed by the

ART COMMISSION

BOARD OF EDUCATION

CITY PLANNING COMMISSION

DE YOUNG MUSEUM

FIRE DEPARTMENT

JUVENILE COURT DEPARTMENT

LEGION OF HONOR MUSEUM

PARK DEPARTMENT

POLICE DEPARTMENT

PUBLIC HEALTH DEPARTMENT

PUBLIC LIBRARY

PUBLIC UTILITIES COMMISSION

Bureau of Light, Heat and Power
Hetch Hetchy System
Municipal Railway
San Francisco Airport Department
Water Department

PUBLIC WORKS DEPARTMENT

Bureau of Architecture
Bureau of Engineering

RECREATION COMMISSION

SAN FRANCISCO HOUSING AUTHORITY

WAR MEMORIAL TRUSTEES

WELFARE COMMISSION

S A N F R A N C I S C O C I T Y P L A N N I N G C O M M I S S I O N

POSTWAR PUBLIC IMPROVEMENTS

A Six Year Program of Planning, Land Acquisition and Construction

San Francisco, like an old but useful automobile, is in constant need of repairs. Some of its parts are badly worn and should be replaced. Moreover, it is out of date. The end of the war will give us an opportunity to do these things. This report outlines a course of action which would make this a better city and, if an emergency develops, open wide fields of useful public employment.

The method of budgeting construction which is illustrated in this report should be used every year. It would encourage the wise use of whatever sums of public money become available. It would foster economy, provide for a balanced application of funds and produce results which can not be achieved by grab-bag methods.

Hundreds of ideas and plans for civic improvement have been reviewed. Out of these some 277 projects have been selected to form a postwar program. The proposals not included at this time are placed in a reserve list.

The total estimated cost of all projects formally submitted exceeds \$280,000,000. There is clearly no lack of useful public work in this city. For instance, we could spend a large sum on patch-work alone, just repairing and fixing things up. This would provide employment but in the end would leave the City substantially the same kind of place it is today, with no major problems solved.

We must, therefore, include more constructive types of projects. Our public work must aim to produce increasingly better working and living conditions. All our civic equipment -- airports, motor ways, sewers, transit lines, housing, schools, public buildings -- must be modernized.

The program represents a judicious selection of projects, balanced as to effects upon business and benefits to the people. It is also coordinated with reference to a basic general development plan for the City. The Commission was unable to find adequate justification for a number of projects, but included them in the present program because of the shortage of time for analysis and inquiry. Further study will in some cases develop alternative projects providing equivalent or better service, perhaps at less cost.

Projects included in this program were kept mainly in the order of preference advocated by the sponsoring departments.

They were selected because they tend to meet the more pressing needs of the community, as well as prospective demands for jobs after the war. Planning and construction would be spread over a six-year period.

In setting up the six-year totals, a preliminary decision had to be made as to the size of the program in dollars. This was not an arbitrary choice. The figure finally chosen is based upon several factors -- a desirable volume of local public construction as related to national needs after the war, population estimates for the Bay Region, a review of the amounts expended here during the depression for public work and work relief, and studies of the present resources and financial standing of San Francisco.

The projects included in the program represent a total expenditure of \$131,180,000 from all sources. Of this amount, over \$37 million is for public housing and utility projects, leaving a total of \$94 million for work which is not self-liquidating. A more complete analysis of the financial problems will be found in Tables 4 and 5 particularly. Preliminary estimates of present and prospective revenue indicate that only about \$67 million of this program will require special financing.

The program outlined would bring definite benefits to the people and tangible profits to the business community. The money spent would buy many needed improvements.

\$69 million would build projects which would increase industrial opportunities, bring new enterprises to the City, reduce the cost of doing business, and create more permanent jobs.

\$56 million would go for projects designed to reduce the cost of living and improve home and neighborhood conditions in all parts of the City, to make it easier and cheaper to go from home to work and to use the modern bus and automobile safely and efficiently.

\$ 6 million would be used for general civic betterment, to build necessary government buildings and to contribute new dignity and impressiveness to the City.

Table 1 shows in further detail the improvements contemplated. It shows more clearly how San Francisco can carry its war-time vigor and importance into peace-time years and hold a top place among the progressive cities of the nation.

MAJOR ELEMENTS OF A SIX - YEAR PROGRAM OF CIVIC DEVELOPMENT

A - To Help Business, and Provide Private Employment

1. For the Airport, the harbor of the future.....\$20,000,000
2. Marginal Freeways, to serve Hunters Point,
the waterfront, and reclaimed tidelands..... 8,000,000
3. Highways & Streets, bridges, tunnels, pav-
ing, signals, to enable heavy traffic to
reach business and industrial districts..... 15,700,000
4. Motor Terminals, to accommodate local and
out-of-town cars and busses..... 3,000,000
5. Transit, for modern, efficient, street car
and bus service throughout the City..... 5,500,000
6. Sewers and Sewage Treatment Plant, to re-
duce Bay pollution..... 1,700,000
7. Water Supply, new pipeline from Hetch
Hetchy, to keep pace with industrial
development and population growth..... 10,000,000
8. Tideland Reclamation, to provide new
acreage for industry and transportation..... 4,000,000
9. Markets, to facilitate development of a more
efficient, economical produce market..... 500,000
10. Street Lighting, to brighten the central area... 800,000

B - To Improve Living Conditions Throughout the City

1. Sewers, repairs, replacements, new extensions...\$10,600,000
2. Water Supply, to protect residential areas
and permit further growth..... 16,200,000
3. Highways and Streets, to widen, repave, extend
and modernize major arteries..... 1,400,000
4. Schools, to repair, rebuild, also construct
new buildings and enlarge grounds..... 7,000,000
5. Playgrounds, to provide larger space and
better facilities for safe play..... 3,600,000
6. Parks, to protect, enlarge and modernize the
larger recreation areas..... 3,700,000
7. Protective Buildings, largely to rebuild
neighborhood police and fire stations..... 5,100,000
8. Libraries, to extend library service into
residential areas not now served..... 600,000
9. Redevelopment, for land acquisition to stimu-
late private rebuilding of slums and
blighted areas..... 2,600,000
10. Public Housing, to complete program suspended
by war..... 5,500,000
11. Street Lighting, to reduce accidents and
costs of protection..... 350,000

C - To Aid Government and Increase Attractiveness of
the City

1. Government Buildings, to construct, repair
and modernize hospitals, courts, museums, etc...\$5,200,000
2. Civic Center Development, for new land..... 500,000

TABLE 2 is a summary of the program by departments. The distribution between plans, land and construction is also indicated.

The total amount in this program is about half the total sum represented in all the lists of projects submitted. The detailed items of each departmental program are shown in Table 3.

Four departments are represented by a full allotment. The San Francisco Airport has asked for \$20,000,000 and this amount has been included because of the tremendous future importance of the Airport. The present program of the Water Department has been included. Water is a salable commodity and projects assuring an adequate supply and proper distribution pay for themselves. The Housing Authority is also represented by the full amount of their future program. This is Federal money which the Authority expects will be returned to it to build the six projects deferred at the start of war. The Juvenile Court project for a Youth Center has been included because of its urgency, already recognized by the Mayor and Board of Supervisors.

The division between projects deferred and those approved and incorporated in the program varies in the case of all other departments from 20% to 80%. More generous allotments have been made in this program to those departments offering projects having a high labor content. The sewer program is in this class. Exclusive of Hetch Hetchy, which is work outside the City, 36% of all construction costs is for work having a high percentage (above 60%) of jobs on the site; 45% is in projects providing medium employment (40 to 60%), and 19% is for low employment projects (under 40%).

It will be noted that the proposals of both the Bureau of Engineering and the Planning Commission carry large amounts for the acquisition of land. The Planning Commission has taken the responsibility of including several large and important projects deemed necessary for the proper development of the City but not appearing in any department lists. The allotments are mainly for land, to stimulate interest in joint public-private projects like Union Square Garage. Public money invested in land may in these cases induce the expenditure of much larger sums of private capital and bring immediate and continuing dividends to the City.

Large outlays for land are made necessary by the high cost of property through which new freeways or express highways are to be constructed. The State is expected to carry a large part of the cost of such improvements, but the City itself must do its share. Supplementary street facilities which the City proposes to build will make the projects of the State a great deal more useful to us and more effective in the reduction of traffic accidents and congestion.

S U M M A R Y O F T H E P R O G R A M B Y D E P A R T M E N T S

DEPARTMENT OR AGENCY	Estimated Cost in Millions of Dollars			
	Plans	Land	Const'n	Total
Board of Education	.515	.115	6.327	6.957
City Planning Commission ⁽¹⁾	.300	7.500	2.800	10.600
De Young Museum	.040	—	.578	.618
Fire Department	.237	.015	2.616	2.868
Juvenile Court	.050	.150	1.050	1.250
Legion of Honor Museum	—	—	.033	.033
Park Department	.292	.500	2.924	3.716
Police Department	.156	.195	2.132	2.483
Public Health Department	.043	.020	.767	.830
Public Library	.043	.083	.458	.584
Public Utilities Commission:				
Bureau of Light -- Power	.014	—	1.124	1.138
Hotch-Hetchy System	.344	—	9.651	9.995
Municipal Railway	.500	—	5.000	5.500
S.F. Airport	.500	.500	19.000	20.000
Water Department	.450	.083	15.706	16.239
Public Works Department:				
Bureau of Architecture	.346	.345	.982	1.673
Bureau of Engineering:				
Highways & Streets	1.027	6.429	17.628	(2) 25.084
Sewers	1.033	1.400	9.914	12.347
Recreation Department	.172	.724	2.683	3.579
S.F. Housing Authority	—	—	5.500	5.500
War Memorial Trustees	.004	—	.141	.145
Welfare Department	—	—	.040	.040
<u>Totals</u>	6.066	18.060	107.053	131.179

(1) For projects deemed necessary but at present lacking sponsorship by any operating department.

(2) Including certain projects sponsored by the City Planning Commission.

TABLE 3 is the detailed list of projects which comprise the 6-year program. They are grouped under the city departments by which they were submitted and the departments are listed alphabetically. In most cases the order of priority for construction is the recommendation of the sponsoring department.

There are 279 projects in this program. Approximately the same number of projects are in the reserve list (Table 7). Some important projects have been deferred pending further study of their relationship to other projects and to the general plan of future development for the City.

The fact that a project is found in the deferred list does not necessarily mean, however, that it lacks merit. Within the short period of time at its disposal the Planning Commission was unable to make the surveys and investigations and hold all the conferences necessary for a thorough understanding of the need for and the major details of each.

The Commission did find among the proposals of various departments, however, a number that seemed unnecessarily costly, and even extravagant, in the light of the services to be rendered by them. Those which were included in the program were accepted with reservations because of the absence of any suitable alternative project.

The projects comprising the six-year program were selected from the lists submitted by the departments but were arranged on the basis of:

1. Urgent necessity and benefit, mainly as indicated by departmental priorities;
2. Balancing the program
 - (a) through the inclusion of reasonable proportions of different types of improvements,
 - (b) by a fair apportionment in terms of money - with reference to the sum tentatively estimated as being within the financial ability of the city for a six-year program;
3. Readiness, - considering funds on hand or available, plans completed, land acquired;
4. Relative amount of employment on the site;
5. Proper sequence of construction of related projects.

In some cases only the planning of projects or acquisition of land was placed in the schedule for the first year because of the limitation of funds, time required for planning, etc. The completion of plans and the acquisition of land in the first year for such projects would enable the six-year program to be telescoped into a shorter period if necessary to provide more employment. In the same manner plans and land acquisition have been included in the five following years for projects on which construction has been deferred beyond the six-year program.

TABLE 3

PROJECTS COMPRISING THE PROGRAM

BOARD OF EDUCATION

First Post-War Year

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Land</u>	<u>Const'n.</u>	<u>Total</u>
701	Abraham Lincoln High Gymnasium	-	-	460,000	460,000
702	Abraham Lincoln High Auditorium	35,000	-	392,500	427,500
703	Abraham Lincoln High Academic Wing	30,000	-	350,000	380,000
704	Sunset Jr. High	100,000	40,000	555,000	695,000
705	Ulloa Elementary Sch.	35,000	-	200,000	235,000
707	Commodore Stockton Playground	15,000	-	See below	15,000
708	Francisco Jr. High - Add'l Classrooms	50,000	50,000	"	100,000
Total		265,000	90,000	1,957,500	2,312,500

Five Following Years

704	Sunset Jr. High	See above	See above	595,000	595,000
705	Ulloa Elementary Sch.	"	-	202,500	202,500
706	Swimming Pools	25,000	-	225,000	250,000
707	Commodore Stockton Playground	See above	-	167,500	167,500
708	Francisco Jr. High- Add'l Classrooms	"	See above	575,000	575,000
709	S.F. Jr. College - Admin. & Cafe	75,000	-	887,500	962,500
710	S.F. Jr. College - Auditorium	40,000	-	455,000	495,000
711	Portola Jr. High Gym.	30,000	-	345,000	375,000
712	Central Warehouse	80,000	25,000	745,000	850,000
714	Lowell High Gym.	-	-	172,500	172,500
Total		250,000	25,000	4,370,000	4,645,000

TOTAL - SIX-YEAR PROGRAM 515,000 115,000 6,327,500 6,957,500

Selected from 39 Projects Submitted - Total Est'd Cost \$15,483,500

*Indicates final approval withheld by Planning Commission pending further study of alternative projects offering equal or better service.

3 - PROJECTS COMPRISING THE PROGRAM

CITY PLANNING COMMISSION

First Post-War Year

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Land</u>	<u>Const'n.</u>	<u>Total</u>
2301	Marginal Freeway	300,000	See below	See below	300,000
2302	Terminal Sites (Downtown Parking)	-	500,000 (private)		500,000
2304	Central Produce Market	-	500,000	"	500,000
	Total	300,000	1,000,000		1,300,000

Five Following Years

2301	Marginal Freeway	200,000	2,000,000	5,500,000	7,700,000
2302	Terminal Sites		2,500,000 (private)		2,500,000
2303	Tideland Reclamation	200,000	1,000,000	2,800,000	4,000,000
2305	Completion Civic Center		500,000	Deferred	500,000
2307	Redevelopment Sites	100,000	2,500,000	(private)	2,600,000
	Total	500,000	8,500,000	8,300,000	17,300,000

TOTAL - SIX-YEAR PROGRAM 800,000 9,500,000 8,300,000 18,600,000

Selected from 7 Projects Submitted - Total Est'd Cost \$ 28,600,000

DE YOUNG MUSEUM

First Post-War Year

901	Ventilation	1,000	-	10,000	11,000
910	Roof Reconstruction	-	-	92,000	92,000
902	Exterior Remodeling	3,500	-	60,474	63,974
903-4	Repair Shop & Warehouse	17,100	-	See below	17,100
	Total	21,600		162,474	184,574

Five Following Years

903-4	Repair Shop & Warehouse	See above	-	258,900	258,900
905	Tower Rehabilitation	3,200	-	79,300	82,500
906	Mezzanine Rehabilitation	350	-	5,150	5,500
907	Society Quarters & Office	3,500	-	51,500	55,000
908	West Wing Extension	1,400	-	20,600	22,000
909	Monastery-Restoration	10,000	-	Deferred	10,000
	Total	18,450		415,450	433,900

TOTAL - SIX-YEAR PROGRAM 40,050 577,924 617,974

Selected from 10 Projects Submitted - Total Est'd Cost \$1,106,724

3 - PROJECTS COMPRISING THE PROGRAM

FIRE DEPARTMENT

First Post-War Year

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Land</u>	<u>Const'n.</u>	<u>Total</u>
1002	Nine New Engine Houses	54,000	-	See below	54,000
1003	Five New Engine Houses	30,000	-	"	30,000
1005	One New Engine House	6,600	-	"	6,600
1006	Repair 8 Engine Houses	9,600	-	96,400	106,000
1004	One New Engine House	6,000	15,000	Deferred	21,000
1010	Embarcadero High Pressure System (part)	40,000	-	220,000	260,000
	Total	146,200	15,000	316,400	477,600

Five Following Years

1010	High Pressure System (part)	-	-	220,000	220,000
*1001	Headquarters Bldg.	35,000	-	537,000	572,000
1002	Nine New Engine Houses	See above	-	689,000	689,000
1003	Five New Engine Houses	"	-	383,000	383,000
1005	One New Engine House	"	-	81,400	81,400
1007	Repair 16 Engine Houses	36,000	-	319,000	355,000
1008	Repair 8 Engine Houses	20,000	-	70,000	90,000
	Total	91,000		2,299,400	2,390,400
<u>TOTAL - SIX-YEAR PROGRAM</u>		237,200	15,000	2,615,800	2,868,000
Selected from 12 Projects Submitted - Total Est'd Cost					\$5,882,500

JUVENILE COURT DEPARTMENT

First Post-War Year

1901	Juvenile Detention Home	50,000	150,000	1,050,000	1,250,000
<u>TOTAL - SIX-YEAR PROGRAM</u>		50,000	150,000	1,050,000	1,250,000

No other projects submitted.

3 - PROJECTS COMPRISING THE PROGRAM

LEGION OF HONOR MUSEUM

First Post-War Year

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Land</u>	<u>Const'n.</u>	<u>Total</u>
2001	New Water Main	-	-	2,200	2,200
2002	New Sewer	-	-	27,500	27,500
2004	Paving-Service Driveway	-	-	<u>3,000</u>	<u>3,000</u>
<u>TOTAL SIX-YEAR PROGRAM</u>				32,700	32,700
Selected from 4 Projects Submitted - Total Est'd Cost					\$54,700

PARK DEPARTMENT

First Post-War Year

1404	Children's Quarter				
	Storm Drainage	2,500	-	30,000	32,500
1417	Engineering Survey-				
	Water Supply System	25,000	-	-	25,000
1418	G.G. Park-Water Supply				
	System	25,000	-	See below	25,000
1429	G.G. Park-Strawberry				
	Hill Reservoir	5,000	-	95,000	100,000
1439	S.F. Zoological Gardens-				
	Storm Sewer	1,800	-	18,200	20,000
1449	Lincoln Park-Irrigation				
	System	20,000	-	180,000	200,000
1463	Harding Park-Irrigation				
	System	5,000	-	45,000	50,000
1403	G.G. Park - 8th Ave.				
	Gates Relocation	150	-	5,850	6,000
1405	G.G. Park - Stadium				
	Cinder Path	-	-	12,000	12,000
1412	G.G. Park - Stow Lake				
	Boathouse	5,000	-	65,000	70,000
1430	G.G. Park - Landscaping	5,000	-	95,000	100,000
1431	G.G. Park - Landscaping	5,000	-	95,000	100,000
1446	Columbia Square Develop-				
	ment	5,000	-	45,000	50,000
1460	Aquatic Park-Cal.Packing				
	Lot Development	-	-	75,000	75,000
L-1	Land Acquisition	-	100,000	-	100,000
1438	Reconstruction of old				
	Zoo (part)	<u>100,000</u>	<u>-</u>	<u>400,000</u>	<u>500,000</u>
<u>Total</u>		204,450	100,000	1,161,050	1,465,500

3 - PROJECTS COMPRISING THE PROGRAM

PARK DEPARTMENT (Cont.)

Five Following Years

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Land</u>	<u>Const'n.</u>	<u>Total</u>
1415	G.G. Park - Water Supply System	See above	-	725,000	725,000
1461	Buena Vista Park-Improvements (part)	12,500	-	112,500	125,000
1462	Gas House Cove - Development	20,000	-	180,000	200,000
1466	McLaren Park - Improvements (part)	50,000	-	200,000	250,000
1468	Sharp Park Bulkhead	5,000	-	45,000	50,000
1438	Reconstruction of old Zoo (part)	See above	-	500,000	500,000
L-1	Land Acquisition - John McLaren Park & Other Sites (part)	-	400,000		400,000
	Total	87,500	400,000	1,762,500	2,250,000
	<u>TOTAL - SIX-YEAR PROGRAM</u>	291,950	500,000	2,923,550	3,715,500

Selected from 75 Projects Submitted - Total Est'd Cost \$ 12,017,500

POLICE DEPARTMENT

First Post-War Year

1108	Repair 8 Stations	-	-	110,000	110,000
1109	Garage - G.G. Park	-	-	7,000	7,000
1102	Academy & Training Grounds	15,000	-	See below	15,000
	Total	15,000		117,000	132,000

Five Following Years

1102	Academy & Training Grounds	-	-	235,000	235,000
1103	Traffic Bureau Bldg.	21,000	-	Deferred	21,000
*1101	Headquarters Bldg.	120,000	195,000	1,780,000	2,095,000
	Total	141,000	195,000	2,015,000	2,351,000
	<u>TOTAL - SIX-YEAR PROGRAM</u>	156,000	195,000	2,132,000	2,483,000

Selected from 9 Projects Submitted - Total Est'd Cost \$3,142,000

3 - PROJECTS COMPRISING THE PROGRAM

PUBLIC HEALTH DEPARTMENT

First Post-War Year

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Land</u>	<u>Const'n.</u>	<u>Total</u>
1201	S.F. Hospital - Repairs	5,000(pt)	- (pt.)	120,000	125,000
1203	Laguna Honda Home - Remodeling	4,200(pt)	- (pt.)	72,900	77,100
1204	Hassler Health Home- Road Reconstruction	500	-	10,000	10,500
1206	Hassler Health Home - New Work Shop	600	-	12,000	12,600
1207	Harbor Emerg.Hosp.- Additions, etc.	200	-	1,500	1,700
1208	Central Emerg.Hosp.- Replacements	250	-	1,600	1,850
1210	Park Emergency Hosp.- Replacements	1,250	-	20,000	21,250
1211	Health Center Bldg.- Remodeling	-	-	15,000	15,000
1218	Richmond Dist.-Emerg. Hosp. & Center	7,500	10,000	See below	17,500
1220	Bayview Dist.-Emerg. Hosp. & Center	<u>7,500</u>	<u>10,000</u>	<u>"</u>	<u>17,500</u>
	Total	27,000	20,000	253,000	300,000

Five Following Years

1201	S.F. Hospital -Main- tenance & Repair	5,000 (pt.)	-(pt.)	120,000	125,000
1203	Laguna Honda Home - Remodeling	7,800 (pt.)	-(pt.)	134,100	141,900
1218	Richmond Dist.-Emerg. Hosp. & Center	See above	-	130,000	130,000
1220	Bayview Dist.-Emerg. Hosp. & Center	"	-	130,000	130,000
1223	Hassler Health Home- New Dormitory Bldg.	<u>3,500</u>	<u>-</u>	<u>-</u>	<u>3,500</u>
	Total	16,300		514,100	530,400
	TOTAL - SIX-YEAR PROGRAM	43,300	20,000	767,100	830,400

Selected from 24 Projects Submitted - Total Est'd Cost \$1,602,125

3 - PROJECTS COMPRISING THE PROGRAM

PUBLIC LIBRARY

First Post-War Year

Proj.No.	Project	Plans	Land	Const'n.	Total
801	Marina Branch	4,000	7,000	56,000	67,000
802	North Beach Branch	4,000	7,000	56,000	67,000
803	Outer Sunset Branch	4,000	7,000	56,000	67,000
804	Ingleside Branch	4,000	7,000	56,000	67,000
805	Excelsior Branch	1,800	6,000	see below	7,800
806	Potrero Branch	1,800	6,000	"	7,800
808	Richmond-Presidio Branch	1,800	6,000	"	7,800
809	Park-Merced Branch	<u>1,800</u>	<u>6,000</u>	<u>"</u>	<u>7,800</u>
	Total	23,200	52,000	224,000	299,200

Five Following Years

805	Excelsior Branch	See above	See above	22,300	22,300
806	Potrero Branch	"	"	22,300	22,300
807	Main Library	5,000	-	Deferred	5,000
808	Richmond-Presidio Branch	See above	See above	22,300	22,300
809	Park-Merced Branch	"	"	22,300	22,300
810	Bayview Branch	1,800	6,000	22,300	30,100
811	Parkside Branch	1,800	6,000	22,300	30,100
812	Portola Branch	1,800	6,000	22,300	30,100
813	Glen Park Branch	1,800	6,000	22,300	30,100
814	Ocean View Branch	1,800	Deferred	Deferred	1,800
815	Visitation Valley Br.	1,800	"	"	1,800
816	Alamo Square Branch	<u>4,000</u>	<u>7,000</u>	<u>56,000</u>	<u>67,000</u>
	Total	19,800	31,000	234,400	285,200

TOTAL - SIX-YEAR PROGRAM 43,000 83,000 458,400 584,400

Selected from 16 Projects Submitted - Total Est'd Cost \$ 1,341,000

3 - P R O J E C T S C O M P R I S I N G T H E P R O G R A M

PUBLIC UTILITIES COMMISSION

Bureau of Light, Heat & Power

First Post-War Year

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Const'n</u>	<u>Total</u>
	STREET LIGHTING:			
2101	Lombard-Van Ness to Richardson	200	25,550	25,750
2102	Richardson-Lombard to Lyon	300	6,200	6,500
2103	3rd St.-23rd to Custer	400	14,900	15,300
2104	Union Square	300	10,700	11,000
2105	3rd St.-Custer to Bayshore	400	62,600	63,000
2106	Bayshore-Army to City Limits	800	63,500	69,300
2107	Potrero-Division to Army	300	19,700	20,000
2108	O'Shaughnessy Blvd.-Portola to Congo	300	15,000	15,300
2109	Army-Harrison to South Van Ness	200	9,300	9,500
2110	10th-Market to Division	500	8,000	8,500
2111	Army-So. Van Ness to San Jose	300	11,200	11,500
2112	Fell-Baker to Stanyan	200	27,900	28,100
2113	Harrison-Embarcadero to 10th	300	13,200	13,500
2114	San Jose-Army to Brooks	500	16,100	16,600
2115	Bryant-2nd to 11th	250	10,750	11,000
2117	Guerrero-Market to San Jose	500	46,800	47,300
	Total	5,750	366,400	372,150

Five Following Years

2116	3rd St.-Market to Mission	150	5,350	5,500
2118	6th St.-Market to Townsend	250	12,250	12,500
2119	California-Market to Van Ness	500	70,000	70,500
2120	California-8th to 32nd Ave.	400	56,600	57,000
2121	5th-Market to Howard	200	9,400	9,600
2122	2nd-Market to Harrison	300	23,000	23,300
2123	Sloat-Junipero Serra to Great Hwy.	300	14,500	14,800
2125	Army-Potrero to Harrison	250	4,050	4,300
2126	Folsom-Embarcadero to 10th	300	13,200	13,500
2127	Geary-Presidio to 42nd	500	105,100	105,600
2128	Pt. Lobos-41st to Great Highway	300	23,300	23,600
2129	Mission-Embarcadero to Beale	300	10,700	11,000
2130	Junipero Serra-Sloat to City Limits	600	41,600	42,200
2131	Mission-So. Van Ness to City Limits	1500	212,000	213,500
2132	19th Ave.-Sloat to Junipero Serra	300	8,700	9,000
2134	Monterey-Ridgewood to San Anselmo	500	11,700	12,200
2135	Alemany-Bayshore to Junipero Serra	800	98,200	99,000
2137	Clarendon-Laguna Honda to Tw.Pks.Bl.	500	14,000	14,500
2139	3rd St.-Channel to Mariposa	400	24,000	24,400
	Total	8,350	757,650	766,000

TOTAL - SIX-YEAR PROGRAM	14,100	1,124,050	1,138,150
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Selected from 142 Projects Submitted - Total Est'd Cost \$ 4,309,300

3 - PROJECTS COMPRISING THE PROGRAM

PUBLIC UTILITIES COMMISSION (Cont.)

Hetch Hetchy System

First Post-War Year

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Const'n.</u>	<u>Total</u>
212	O'Shaughnessy Dam			
	Lighting System	-	2,569	2,569
208	Eleanor Reservoir			
	Buildings	1,000	24,000	25,000
213	Moccasin Reservoir			
	Cottage	-	10,000	10,000
207	San Joaquin Pipe			
	Line No. 2 (part)	50,000	4,375,000	4,425,000
201	Cherry River Dam	100,000	Deferred	100,000
202	Eleanor-Cherry			
	Diversion Tunnel	10,000	"	10,000
203	Cherry Aqueduct			
	Dam to Forebay	25,000	"	25,000
204	Cherry Power House			
	and Penstocks	50,000	"	50,000
205	Cherry Transmission			
	Line	25,000	"	25,000
206	Red Mountain Bar			
	Power House	50,000	"	50,000
	Total	311,000	4,411,569	4,722,569

Five Following Years

207	San Joaquin Pipe			
	Line No. 2 (part)	See above	5,000,000	5,000,000
209	O'Shaughnessy Dam			
	Spillway Gates	3,000	143,000	146,000
210	Lower Cherry Diversion			
	Dam- Spillway	-	21,000	21,000
211	Lower Cherry Aqueduct			
	Canal Lining	-	75,000	75,000
214	O'Shaughnessy Dam			
	Power House	25,000	Deferred	25,000
215	Hetch Hetchy Aqueduct			
	Tunnel Lining	5,000	"	5,000
	Total	33,000	5,239,000	5,272,000

TOTAL - SIX-YEAR PROGRAM 344,000 9,650,569 9,994,569

Selected from 17 Projects Submitted - Total Est'd Cost \$ 84,155,543

3 - PROJECTS COMPRISING THE PROGRAM

PUBLIC UTILITIES COMMISSION (Cont.)

Municipal Railway

First Post-War Year

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Land</u>	<u>Const'n.</u>	<u>Total</u>
401	Reconstruction and Repairs (part)	300,000	-	1,500,000	1,800,000

Five Following Years

401	Reconstruction and Repairs (part)	200,000	-	3,500,000	3,700,000
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<u>TOTAL - SIX-YEAR PROGRAM</u>	500,000	-	5,000,000	5,500,000
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Initial units of complete plan - Total Est'd Cost \$ 9,928,000

San Francisco Airport

First Post-War Year

501	Airport Development	300,000	500,000	1,200,000	2,000,000
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Five Following Years

501	Airport Development	200,000	-	17,800,000	18,000,000
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<u>TOTAL - SIX-YEAR PROGRAM</u>	500,000	500,000	19,000,000	\$20,000,000
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No other projects submitted.

Water Department

First Post-War Year

302	Sutro Reservoir Excavation & Embankment	6,000	-	194,000	200,000
303	San Andreas Outlet #3 Pipe Line in Tunnel	1,500	-	60,500	62,000
304	San Andreas Outlet #3 Conn. to 44" pipe	2,500	4,000	78,500	85,000
305	San Andreas Outlet #3 Conn. to #2	3,300	-	106,700	110,000
306	Extend Calaveras pipe thr. Alameda Tunnel	3,000	-	322,000	325,000
307	Sunset Supply Pipe Line	66,000	22,000	2,044,000	2,132,000

(Cont. on next page)

3 - PROJECTS COMPRISING THE PROGRAM

PUBLIC UTILITIES COMMISSION (Cont.)

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Land</u>	<u>Const'n.</u>	<u>Total</u>
308	Enlarge Crystal Sprgs. San Andreas canal	8,000	-	242,000	250,000
309	Incr. Cap. Crystal Sprgs. Pump Sta.	3,500	-	101,500	105,000
310	Complete Sutro Res.incl. Supply & Discharge Pipes & Changes in Grid System	12,600	-	401,400	414,000
311	Normal Extensions of Small Mains & Re- placement of Minor Structures	11,150	-	574,850	586,000
312	Secondary Mains (16"x36")W/Valve & Conn.	15,000	-	635,000	650,000
313	Corporation Yard	7,000	-	143,000	150,000
314	Balboa Reservoir, 1st Unit	25,000	-	775,000	800,000
	Total	164,550	26,000	5,678,450	5,869,000

Five Following Years

301	Lake Merced Pumping Plant	50,000	8,000	1,299,600 ⁽¹⁾	1,357,600
310	Complete Sutro Res., incl. Supply & Dis- charge Pipes & Changes in Grid System	32,400	-	1,030,600	1,063,000
311	Normal Extensions of Small Mains and Replacement of Minor Structures	28,850	-	1,485,150	1,514,000
315	Complete 3 Cross-Conn. on Bay Crossing Pipes	2,500	-	70,500	73,000
316	2 Additional Adits for Calaveras Reservoir	2,000	-	48,000	50,000

(Cont. on next page)

⁽¹⁾ Less \$270,000, if combined with Project 307.

3 - PROJECTS COMPRISING THE PROGRAM

PUBLIC UTILITIES COMMISSION (Cont.)

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Land</u>	<u>Const'n.</u>	<u>Total</u>
317	800 ft. Elevation West of Twin Peaks Reservoir	7,500	8,000	224,500	240,000
318	Lime Treatment Plants	4,000	-	83,500	87,500
319	Sunset Reservoir- South Basin	36,000	-	964,000	1,000,000
320	Construct 8th Floor - Water Department Building	2,000	-	33,000	35,000
321	Irvington Pump Station	2,000	1,000	57,000	60,000
322	Replace Trestle Bents on Niles-Irvington Pipe	1,500	-	48,500	50,000
323	Bypass Guadalupe Trestle on Crystal Springs Pipe Line	4,000	10,000	136,000	150,000
324	3 Cottages for Rangers	1,500	-	28,500	30,000
325	Filtration Plants of Crystal Springs & San Andreas Res.	65,000	30,000	2,935,000	3,030,000
326	Replace Flumes in Peninsula System	10,000	-	260,000	270,000
327	Roof & Reline Orig. Basin at Univ. Md. Res.	12,000	-	488,000	500,000
328	Reinforced Concrete Roof for Francisco St. Reservoir	3,000	-	47,000	50,000
329	Reinforced Concrete Roof, Lombard St. Reservoir	3,000	-	47,000	50,000
330	Roof and Reline College Hill Reservoir	6,000	-	244,000	250,000
331	Reconstruct, Enlarge and Roof, Lake Honda Reservoir	12,000	-	488,000	500,000
332	Tile Pulgas Pool	<u>500</u>	<u>-</u>	<u>9,500</u>	<u>10,000</u>
	Total	285,750	57,000	10,027,350	10,370,100
	TOTAL - SIX-YEAR PROGRAM	450,300	83,000	15,705,800	16,239,100
	Selected from 32 Projects Submitted - Total Est'd. Cost			\$	16,239,100

3 - PROJECTS COMPRISING THE PROGRAM

PUBLIC WORKS DEPARTMENT

Bureau of Architecture

First Post-War Year

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Land</u>	<u>Const'n.</u>	<u>Total</u>
60	Civil Courts Bldg.	300,000	-	Deferred	300,000
64	Warehouse for Voting Machines	<u>10,500</u>	-	See below	<u>10,500</u>
	Total	310,500			310,500

Five Following Years

64	Warehouse for Voting Machines	See above -		177,500	177,500
*59	Yards, Offices and Shops-Maintenance Bureau	<u>35,000</u>	<u>345,500</u>	<u>804,500</u>	<u>1,185,000</u>
	Total	35,000	345,500	982,000	1,362,500
<u>TOTAL - SIX-YEAR PROGRAM</u>		345,500	345,500	982,000	1,673,000
Selected from 6 Projects Submitted - Total Est'd Cost				\$	8,079,500

Bureau of Engineering

HIGHWAYS AND STREETS

First Post-War Year

18	Market Street Reconstruction	-	-	84,600	84,600
19	Lombard St.-Traffic Signals	-	-	21,000	21,000
20	19th Ave.-Traffic Signals	-	1,000	48,000	49,000
21	Army St.- Widening Harrison to Guerrero	4,000	433,000	See below	437,000

3 - PROJECTS COMPRISING THE PROGRAM

Public Works Department (Cont.)

HIGHWAYS AND STREETS (Cont.)

		<u>First Post-War Year</u>			
<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Land</u>	<u>Const'n.</u>	<u>Total</u>
22	San Jose Ave. & Guerrero St. Widening				
	Army to Randall(part)	16,000	78,000	See below	94,000
23	Guerrero St. Widening				
	Market to Army	10,000	10,000	310,000	330,000
24	3rd St.- Center Island				
	and Paving	-	-	119,000	119,000
25	California St. Widen-				
	ing- Sansome to				
	Montgomery	600	-	9,400	10,000
26	Persia Ave.-				
	Extension	-	43,000	15,000	58,000
28	Islais Creek Bridge	85,000	10,000	See below	95,000
30	2nd St. Widening -				
	Market to Harrison	2,000	-	65,000	67,000
31	Mission St.				
	Reconstruction (pt.)	24,000	-	395,000	419,000
32	Evans Ave. Bridge	-	-	88,000	88,000
33	Geneva Ave.-				
	Extension	7	62,000	23,000	85,000
34	Monterey Blvd. - Walls	10,000	-	160,000	170,000
	Total	151,600	637,000	1,338,000	2,126,600

Five Following Years

21	Army Street -				
	Widening	See above	See above	251,000	251,000
22	San Jose Ave. and				
	Guerrero Street				
	Widening (part)	"	522,000	187,000	709,000
28	Islais Creek bridge	"	See above	1,155,000	1,155,000
31	Mission Street -				
	Reconstruction (pt.)	"	-	395,000	395,000
35	Clipper St.-Extension	2,000	20,000	168,000	190,000
38	Anza St. Widening	4,000	110,000	59,000	173,000

(Cont. on next page)

3 - PROJECTS COMPRISING THE PROGRAM

Public Works Department (Cont.)

HIGHWAYS AND STREETS (Cont.)

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Land</u>	<u>Const'n.</u>	<u>Total</u>
39	Stanley Drive - Parkway	8,000	25,000	153,000	186,000
40	Stanley Drive - Underpass	3,000	-	207,000	210,000
41	Mission Viaduct - Reconstruction	10,000	-	280,000	290,000
42	Junipero Serra Blvd. Channelization	2,000	-	121,000	123,000
43	Alemaný Blvd.- Channelization	3,000	150	228,850	232,000
44	Trumbull Street - Widening	1,000	65,000	100,000	166,000
45	Webster Street - Extension	1,000	50,000	27,000	78,000
46	Marina Boulevard- Repaving	10,000	-	160,000	170,000
47	6th Street - Viaduct	176,000	625,000	4,255,000	5,056,000
* 49	12th and McCoppin Sts.-Widening and Extension	19,000	825,000	226,000	1,070,000
* 51	Waller Street Widening & Buena Vista Park Tunnel	130,000	1,550,000	2,450,000	4,130,000
52	Webster Street - Widening	1,200	-	183,800	185,000
53	Bryant Street - Widening	5,200	-	182,800	188,000
	Total	375,400	3,792,150	10,789,450	14,957,000
	TOTAL - SIX-YEAR PROGRAM	527,000	4,429,150	12,127,450	17,083,600
	Selected from 36 Projects Submitted - Total Est'd Cost			\$	32,355,600

* Final approval withheld pending further study
of alternative and less costly projects
offering equal or better service.

3 - PROJECTS COMPRISING THE PROGRAM

Public Works Department (Cont.)

SEWERS

First Post-War Year

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Land</u>	<u>Const'n.</u>	<u>Total</u>
1	Lake Merced System	150,000	-	See below	150,000
2	Lincoln Way Outfall	-	-	207,000	207,000
3	Ingleside System Sec. "B"	-	-	151,000	151,000
4	Scott St. System - En- largement Sec. A, B, C, D, E	-	-	1,128,000	1,128,000
5	Napoleon St.	8,000	-	132,000	140,000
6	Upper Army Street	-	-	96,000	96,000
7	Lower Islais Creek	15,000	-	235,000	250,000
8	Lower Army Street	-	-	118,000	118,000
9	Laguna Street Diversion	-	-	37,000	37,000
10	Locust and Jackson	-	-	28,000	28,000
Total		173,000		2,132,000	2,305,000

Five Following Years

1	Lake Merced System	See above	-	3,350,000	3,350,000
11	Baker St. Outfall	-	-	85,000	85,000
54	Richmond-Sunset Treatment Plant Enlargement	70,000	-	530,000	600,000
* 55	North Point Treatment Plant	600,000	1,400,000	Deferred	2,000,000
12	Upper Army Street	42,000	-	658,000	700,000
13	La Playa West Sunset Sec. C	-	-	332,000	332,000
14	Vicente Outfall, Sec. B	-	-	282,000	282,000
15	18th Street	-	-	660,000	660,000
16	Lake Street System	78,000	-	1,222,000	1,300,000
17	Potrero Avenue	-	-	33,000	33,000
56	Vicente & Fulton Pumping Plants	25,000	-	225,000	250,000
57	Lake Merced Pumping Station	45,000	-	405,000	450,000
Total		860,000	1,400,000	7,782,000	10,042,000

TOTAL - SIX-YEAR PROGRAM 1,033,000 1,400,000 9,914,000 12,347,000

Selected from 22 Projects Submitted - Total Est'd Cost \$18,347,000

3 - PROJECTS COMPRISING THE PROGRAM

RECREATION COMMISSION

First Post-War Year

Proj.No.	Project	Plans	Land	Const'n.	Total
1314	Folsom Playground	-	-	14,000	14,000
1338	Eureka Valley Playground	4,267	55,000	73,122	132,389
1339	Upper Noe Valley Playground (part)	11,066	120,000	100,000	231,066
1301	15th St. Fieldhouse	-	-	12,500	12,500
1322	North Beach Convenience Station	-	-	8,000	8,000
1328	James D. Phelan Beach Development	13,675	-	145,799	159,474
1352	Michelangelo Fieldhouse	800	-	10,000	10,800
1306	St. Mary's Playground	-	-	52,824	52,824
1309	Longfellow Playground	750	-	39,975	40,725
1342	Chinese Center	6,685	72,240	114,393	193,318
1363	Calvary Cemetery Area Playground	Deferred	36,000	Deferred	36,000
1364	Laurel Hill Area Playground	"	150,000	"	150,000
1365	Parkside District Playground	"	32,000	"	32,000
1366	West Sunset District	"	64,240	"	64,240
1360	Helen Wills Center	See below	35,360	"	35,360
1361	James Ralph, Jr. Center	"	41,993	"	41,993
Total		37,243	606,833	570,613	1,214,689

Five Following Years

1339	Upper Noe Valley	(Completion)		88,447	88,447
1336	North Beach Center	14,700	-	215,000	229,700
1343	Mission Center	9,190	7,200	157,166	173,556
1356	Visitation Valley Play- ground Fieldhouse	1,468	-	20,800	22,268
1303	Corona Heights	7,050	-	119,000	126,050
1305	Silver Terrace	4,770	-	80,000	84,770
1354	Excelsior Playground	2,880	-	48,000	50,880
1312	Burnett Playground	15,549	-	259,150	274,699
1348	Crocker-Amazon Fieldhouse	7,200	-	123,000	130,200
1315	North Beach Flood Lighting System	-	-	18,000	18,000
1318	Bernal Playground	510	-	8,500	9,010
1331	Margaret S. Hayward Playground	5,603	-	89,543	95,146

3 - PROJECTS COMPRISING THE PROGRAM

RECREATION COMMISSION (Cont.)

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Land</u>	<u>Const'n.</u>	<u>Total</u>
1332	Sunset Playground				
	Fieldhouse	5,400	-	153,000	158,400
1333	Grattan Playground	5,811	-	97,356	103,167
1313	Potrero Hill				
	Fieldhouse	7,680	-	153,000	160,680
1302	Wawona Fieldhouse	-	-	21,000	21,000
1327	Hamilton Playground	12,887	-	209,442	222,329
1360	Helen Wills Center	7,240	See above	Deferred	7,240
1361	James Rolph, Jr.				
	Center	7,240	"	"	7,240
1324	Ocean View	1,200	-	20,000	21,200
1330	Day Camp	3,352	-	79,200	82,552
1337	Hayes Valley Center	10,500	40,000	153,000	203,500
1369	Francis Scott Key				
	Playground	<u>3,899</u>	<u>70,100</u>	<u>Deferred</u>	<u>73,999</u>
	Total	134,129	117,300	2,112,604	2,364,033
	<u>TOTAL - SIX-YEAR PROGRAM</u>	171,372	724,133	2,683,217	3,578,722
	Selected from 89 Projects Submitted - Total Est'd Cost				\$10,445,360

S. F. HOUSING AUTHORITY

		<u>First Post-War Year</u>			
1605	Ping Yuen	-	-	1,150,000	1,150,000
		<u>Five Following Years</u>			
1601	De Haro Plaza	-	-	673,000	673,000
1602	Bernal Dwellings	-	-	950,000	950,000
1603	Glen Crags	-	-	990,000	990,000
1604	North Beach Place	-	-	1,007,000	1,007,000
1606	Hunters View	-	-	<u>730,000</u>	<u>730,000</u>
	Total			4,350,000	4,350,000
	<u>TOTAL - SIX-YEAR PROGRAM</u>			5,500,000	5,500,000

No other projects submitted

3 - PROJECTS COMPRISING THE PROGRAM

WAR MEMORIAL TRUSTEES

First Post-War Year

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Land</u>	<u>Const'n.</u>	<u>Total</u>
1801	Opera House & Vet's. Bldg. - Permanent Canopies	750	-	24,250	25,000
1802	Veterans Bldg. - Improved Ventilation	3,000	-	97,000	100,000
1803	Veterans Bldg. - Improved lighting	600	-	19,400	20,000
	Total	4,350		140,650	145,000

No other projects submitted.

WELFARE COMMISSION

First Post-War Year

1701	Public Welfare Bldg.-Repairs	-	-	40,000	40,000
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No other projects submitted.

SUMMARY

<u>1st Post-War Year</u>	\$2,810,443	\$3,196,833	\$23,801,806	\$ 29,809,082
<u>5 Following Years</u>	3,255,679	14,862,950	83,250,904	101,369,533
<u>6-Year Program</u>	\$6,066,122	\$18,059,783	\$107,052,710	\$131,178,615
<u>Deferred Projects</u> ⁽¹⁾	\$4,913,603	\$ 4,983,000	\$135,429,234	\$145,325,837
" "			(2) 4,465,000	
<u>Total</u>				\$280,969,452

(1) See Table 7 (page 37).

(2) No estimate of cost for plans and land submitted.

TABLE 4 shows the amounts needed for each of the major types of projects, and the division of the cost in each case between surveys and plans, land acquisition, repairs or replacement, and new construction.

The table shows that 4.6% or approximately \$6 million will be required for plans and surveys. This is perhaps the most important phase of the postwar program at this time. The need for more adequate immediate financing for engineering and architectural plan work is critical. Larger technical forces must be employed now if projects of genuine merit are to be made ready for timely construction. Enlargement of the present staff, overtime work and contractual arrangements with engineers and architects are recommended devices for getting more "blue-prints" ready.

State grants to encourage the preparation of more working plans have been provided, the allotment to San Francisco being about \$588,000. Federal loans without interest may also be made available for the same purpose.

Land Acquisition represents 13.8% of the total. The purchase of land does not directly provide employment, but in many cases is the key to large-scale, important construction. Engineering and architectural work for certain necessary improvements cannot advance until rights-of-way, sites and other essential lands have been secured. Here again the State will aid us to the extent of about \$250,000 for projects in which there is a State interest. Federal funds may also become available, especially for highways, airports, and the redevelopment of blighted areas.

Attention is called in Table 4 to the large volume of repair and replacement work made necessary by the age of our physical plant and the hard usage to which it has been put in recent years. The volume of this work could be expanded many times, but \$24 million has been approved for the present program. In the allocations for the early years of the program the proportions for this type of work should be large.

New construction is contemplated to the extent of \$83 million. This covers the projects selected and designed to give new vigor and quality to the City. Here again the need far exceeds the amount allocated. The distribution will not satisfy all departments but does reflect a concept of the whole city and the interests of all citizens and all districts. Every department will have plenty to do and will advance farther than it has in any previous period of six years if this program can be financed.

FUNDS REQUIRED TO CARRY OUT THE PROGRAM

TYPE OF PROJECT	ESTIMATED COST IN MILLIONS OF DOLLARS				
	Plans & Surveys	Land & R's Way	Repairs Reconstr.	New Con-str'n.	Total
Sewers	1.033	1.400	5.056	4.858	12.347
Airports	.500	.500	-	19.000	20.000
Marginal Freeway	.500	2.000	-	5.500	8.000
Motor Terminals	-	3.000	-	-	3.000
Transit Improvements ⁽¹⁾	.500	-	5.000	-	5.500
Highways and Streets	.527	4.429	4.742	7.386	17.084
Street Lighting	.014	-	1.058	.066	1.138
Water Supply ⁽¹⁾	.794	.083	4.341	21.016	26.234
High Pressure System	.040	-	-	.440	0.480
Schools	.515	.115	-	6.327	6.957
Other Public Bldgs.	.879	1.308	1.590	6.767	10.544
Playgrounds	.172	.724	.042	2.641	3.579
Parks	.292	.500	2.415	.508	3.716
Tideland Reclamation	.200	1.000	-	2.800	4.000
Redevelopment Projects	.100	2.500	-	-	2.600
Public Housing ⁽¹⁾	-	-	-	5.500	5.500
Produce Market	-	.500	-	-	.500
<u>Totals - 6-Yr. Program</u>	6.066	18.060	24.245	82.808	131.179
Percentages	4.6%	13.8%	18.5%	63.1%	
<u>Tentative Allocations</u>					
First Year	2.8	3.2	7.3	16.5	29.8
Five Following Years	3.3	14.9	17.0	66.3	101.4

(1) These projects amounting to \$37,234,000, as will be shown in following tables, are self-liquidating or depend upon special funds and to not directly affect the tax rate or borrowing capacity of the City.

TABLE 5 is an attempt to provide an answer to the question, "Where is the money coming from?" The figures given are subject to correction, but the general picture is fairly reliable.

After deducting from the total estimated cost of the program (a) the cost of self-liquidating projects, (b) the normal State subventions, (c) the State aid for land and planning, and (d) the cost of normal capital improvements (based upon past allotments) the remainder, being the additional demand upon the City, is \$67 million. Twenty million dollars is for the Airport alone, construction of which should proceed as rapidly as funds are made available.

In examining this problem, the following points should be borne in mind:

(a) The almost complete suspension of repair and replacement work during the war has created a new burden. Some reserves are available for this.

(b) The likelihood that an equally large sum will have to be spent to meet critical unemployment if it develops. In the ten years of the depression, while two great bridges were under construction (with \$115 million of outside funds) San Francisco raised, by taxation, salary cuts and borrowing, about \$10.9 per year.

(c) A responsibility falls upon San Francisco to match the programs of New York, Milwaukee, St. Louis, Portland and other progressive cities, not only to secure the benefits of planned improvements but to support a nation-wide drive for the full peace-time use of our resources, productive machines and working forces.

(d) There is a critical need in this City for certain types of improvements relating directly to industrial development, permanent jobs and payrolls. We cannot afford to leave the planning and financing of such works altogether to Federal or State agencies, or dependent upon an overburdened Congress or Legislature.

The decision with respect to these sums is simply the decision whether San Francisco wants to advance or whether it prefers to await critical times unprepared and then witness again the wasteful processes of hastily improvised "made work".

The importance of plans is the greatest single lesson derived from our experience during the depression. The amount of outside aid, and the value of work done with it, are both dependent upon our being fully prepared with detailed plans and the land for well-considered improvements. The work on essential "blueprints" does not need to wait till the war is over. It should be going ahead now as rapidly as manpower and funds permit.

SOURCES OF FUNDS FOR THE PROGRAM

General City funds now on hand or available	\$ 3,664,000	
Self-liquidating projects - funds on hand and anticipated for 6-year period	37,234,000	
Estimated normal State gas tax subventions for street improvements at \$300,000 per year	4,800,000	
State matching funds now available for plans and land (Chap. 47, Sp.Sess. 1944)	837,000	
Estimated normal General City funds for capital improvements at \$400,000 per year.	2,400,000 ⁽¹⁾	
General City bonds for capital improvements authorized but not sold	2,550,000 ⁽²⁾	
General City Bond issue propositions already on ballot:		
Sewers	12,000,000	
Juvenile Home	<u>1,250,000</u>	
Sub-Total		\$ 64,735,000
General City Projects - Financing undetermined		<u>66,444,000</u>
Total Estimated Cost of 6-Year Program		\$131,179,000

(1) Based on average annual expenditure 1931-1943.

(2) Certain projects not included in this program.

TABLE 6 shows the present status of the postwar program. The projects ready to start are practically all included in the first year. Much of this initial effort will be force-account or hand-labor repair and construction work on sewers, streets, parks, and public buildings. Money is already available to cover 17.5% of this "ready-to-go" program.

The importance of "readiness" is due almost entirely to a fear of unemployment after the war. We can meet this threat only by a determined preparedness effort. Translated into the language of construction and employment, this means planning.

Readiness, however, is not created by merely listing projects. Worthy projects meeting demonstrated needs must be singled out and completely planned. Year by year, the program must be refined and carried forward. We have never systematically done this. We have neglected the processes of planning and now, at a critical moment, can show only an indifferent record.

To be ready for emergencies we must: (1) Increase the tempo and volume of engineering and other types of preparatory work at once, (2) Create larger reserves of "planned work", before the end of the war, (3) Establish adequate sources of funds for construction before the need becomes critical.

The necessity for more effective advance planning can be shown by reference to employment figures during the depression. In 1930, with a population of 634,000 in San Francisco, we had 24,000 unemployed. By 1933, the number of unemployed had risen to over 80,000. Even in 1940, after the bridges were completed, there were 45,000 of which 12,000 were on emergency work and 33,000 seeking jobs. We must develop our whole community program in the light of these figures. All our public plans must be correlated with and supplement the plans of private business and the programs of State and Federal agencies.

We would be better protected if we had public projects (Federal, State and local) planned and ready to go in this City for at least 10,000 workers in the first year. Since \$1 million of construction provides employment on the site for only 200 men for a year, this means a total program of \$50 million, of which the City's share might well be \$15 or \$20 million, assuming an unemployment load comparable to that of 1940.

DEGREE OF READINESS - 6 - YEAR PROGRAM

Summary By Status of Plans, Land Acquisition and Financing

<u>F U N D S A V A I L A B L E</u>			
<u>Status of Projects</u>	<u>First Year</u> <u>(Millions)</u>	<u>5 Following Yrs.</u> <u>(Millions)</u>	<u>Total</u> <u>(Millions)</u>
FUNDS AVAILABLE, PLANS COMPLETE, LAND ACQUIRED OR NOT NEEDED	\$1.872	\$0.085	\$1.957
Funds Available, Plans Completed			
Needed: LAND	.058	-	.058
Funds Available, Land Acquired			
Needed: PLANS	1.813	4.191	6.004
Funds Available			
Needed: LAND AND PLANS	.085	1.358	1.443
Sub-Totals - FUNDS AVAILABLE	3.828	5.634	9.462
 <u>N O F U N D S A V A I L A B L E</u>			
Land Acquired, Plans Completed			
Needed: FUNDS FOR CONSTRUCTION	2.324	5.877	8.201
Plans Completed			
Needed: LAND AND FUNDS	.085	.096	.181
Land Acquired			
Needed: PLANS AND FUNDS	13.985	32.090	46.075
Preliminary Estimate Only			
Needed: LAND, PLANS AND FUNDS	5.451	61.810	67.261
Sub-Totals - UNFINANCED	21.845	99.873	121.718
TOTALS - Six-Year Program	25.673	105.507	131.179

THIS REPORT has been compiled largely from data furnished by City departments on standard forms. These data sheets constitute a supplementary record and a copy of each departmental schedule will be filed with the Mayor and the Board of Supervisors. The program as finally submitted may fail to reflect in some particulars the judgment or desires of the sponsoring agency. The necessary changes can be made now by the Mayor or the Board of Supervisors or action in the matter deferred till next year.

DEFERRED PROJECTS are listed in Table 7. Certain major items of this deferred list are worthy of special note.

Broadway Tunnel (\$3,200,000) A project of this magnitude and cost under Russian Hill should be a part of the Freeway or Major Thoroughfare System of the City, and should be designed to provide more than local or neighborhood service. Tunnels are costly and further studies must be made to clarify the necessity for and relative importance of the numerous tunnel projects advocated throughout the City. The cooperation of the Public Works Department will be sought in an effort to complete such strides before next year.

Portola Drive (\$5,500,000) Improved motor ways to the areas West of Twin Peaks are needed. A difference of opinion exists, however, regarding the best plan for improved access to these residential districts. This project can be deferred for a year to permit study of alternative plans.

Auditorium Reconstruction (\$450,000) Serious consideration has been given to (a) a proposal of the Art Commission for the reconstruction of the interior of the Auditorium (b) acquisition of a site for a new Auditorium, which might also be a War Memorial (c) completion of the Civic Center, including alternative uses for the present Auditorium if a new one were built, and (d) the general question of conventions, fairs, exhibits, sporting events and cultural activities in their relationship to local income and employment, and the construction and operating costs of public buildings needed for such uses. There are complex questions of policy involved which need more thorough analysis before any decision is made regarding changes in the present Auditorium. The Commission would favor a special allocation of funds for such a study, to permit later approval of this or some other Auditorium project.

Traffic Bureau Headquarters (\$350,000) Preliminary plans for this building have already been made. The site selected is outside the Civic Center. The Commission believes that the great advantages of the Civic Center, in convenience, accessibility, and customary usage, will be lost if structures which the public must visit frequently are scattered about the City.

Courts Building (\$5,350,000) The need for a new Courts Building is recognized, and funds are assigned in the program for architectural plans. Its placement in the Civic Center is important and cannot be determined with assurance until the needs of the State and Federal government are also known, and the future of the Auditorium settled. A study of the expansion of the Civic Center is being made, to permit final approval of sites for several proposed buildings, as well as parking facilities, motor ways, streetcar and bus routes.

Transit Improvements (\$4,428,000) The amount included in the program For Transit Improvement is \$5,500,000. The Public Utilities Commission plans more extensive improvements costing about \$10,000,000 altogether,* and proposes to make these improvements as rapidly as funds become available. The revenues of the Municipal Railway are dependent upon patronage, however, and the sum of \$5,800,000 seems adequate for the initial phases of the improvement program.

Hetch Hetchy Power Distribution (\$36,000,000) The Manager of Utilities has perfected plans for the distribution of the valuable Hetch Hetchy power. The policies of the community are not clearly defined, however, and may not be for some time. In the meantime, if circumstances warrant, this project can be moved up into the active list by the Mayor or Board of Supervisors or approved for inclusion in the program next year.

THE MASTER PLAN is the general guide for future civic development and the basis for coordination of all improvement work and new construction. The preparation of this program has been extremely helpful in the clarification of problems having to do with the Master Plan.

Among the pressing needs of this City which remain practically untouched by this program are the following:

Market Street Reconstruction

New parking facilities, better street car and bus service and elimination of the outer tracks will contribute measurably to the improvement of surface conditions, but the essential traffic tangle will remain. Market Street as it stands is a barrier and a handicap to orderly, balanced civic development. It will eventually have to have a subway, more overhead or underground cross streets, moving sidewalks or be relieved by an L-way or some other suitable improvement.

Ferry Building

Ownership of this structure by the State complicates the problem of determining what should be done by the City to vitalize and improve business and property conditions at the foot of Market Street. There are possibilities in this area, however, which call for joint study. An improvement project related to the Ferry Building and acceptable to the State should appear in a future program.

Boat Harbors

Inadequate facilities for small boats deprive this City of a considerable volume of new business, permanent employment, and much leisure-time activity for young and old.

* Exclusive of rolling stock and other equipment.

Tourist Facilities

The proposal for a new Auditorium and Exhibit Center directs attention to the need for a widely-diversified series of projects designed to attract and please visitors. Continuous, beautiful pleasure drives, parking areas at Fisherman's Wharf, boat and fishing trips in the Bay, a planetarium and other projects are needed. San Francisco, because of its unfailing low summer temperatures, its restaurants, scenic spots, and other features should be the convention capital of the nation. The dividends of good planning in this field will be great.

New Bay Crossing

The planning and engineering for the two bridges required years of time and called for large advance appropriations. Fortunately, these great projects came at a most opportune time and definitely reduced the severity of unemployment in this City during the 30's. Now we need a new Bay crossing. It should be at the top of every post-war project list in the Bay Area. Official sponsorship should start with the City and County of San Francisco.

The above are merely illustrative projects, looking ahead to the development of a greater San Francisco. Others of equal merit might be noted. As the needed capital improvements of this City are annually reviewed many such items will take shape and become important elements in future programs. Eventually, like the bridges, which were under consideration for many years, they become realities. The orderly processes which are demonstrated in this report leads directly to justifiable construction and progressive community improvement.

ACTION is emphasized throughout this report. It is evident that money is a critical factor. Few of the many departmental proposals will ever become realities unless funds are provided for them. There are other requirements, however, that deserve equal consideration:

1. Technicians in larger number must be secured for preparatory planning. In order to be well ahead of construction, we should begin now on the engineering and architectural surveys and plans for the construction work that has been scheduled for the first postwar year.
2. Applications for State funds for advance planning have to be approved by the Board of Supervisors. Federal grants in aid will undoubtedly be made on similar applications. Specific projects can be selected now. A showing that the project is part of an approved general plan must be made, and matching money must be available.
3. Land acquisition need not wait till the end of war. This is a process which takes time. Unless it is immediately undertaken the program will be delayed.

Many projects cannot be started until building sites, or rights-of-way, are secured. In other cases, the public acquisition of land is proposed in order to make possible new private enterprises of value to the City.

THE CONCLUSIONS drawn from this initial attempt to outline a program of future development for San Francisco may be useful in subsequent efforts.

Departmental participation was generous and helpful throughout. Forms were well prepared and submitted on time. Departmental conferences indicated that certain advantages are already being realized from the program.

Minor changes in the forms should be made to permit a more accurate reporting of essential facts. The methods employed in project analysis need revision. Conferences will be held with departments during the year in order to clarify and improve procedures, including those used by the Planning Department.

The importance of a well-considered general plan for the City has been demonstrated many times during the preparation of this program. It is needed to give both the departments and the Planning Commission a suitable yardstick for measuring the adequacy and relative value of improvement proposals. Work on the Master Plan will be advanced as rapidly as possible during the year.

Better coordination of our plans and program with those of private interests, and of the State and Federal government is desirable. There is work for a citizen's advisory agency in this field. The task ahead of the Citizen's Master Plan Committee and its associated groups is growing.

The ultimate construction becomes a responsibility of operating departments. They have the "know how" that is essential in getting things done. A large job will fall upon them if even a small fraction of this program is vitalized by funds and official directives. The Planning Department offers co-operation within the limits of its funds and ability.

This program is but another chapter of the "Road Map" by which San Francisco moves confidently ahead in the solution of its own peculiar problems. We have rejected the idea of basing the future of this proud City upon expectations of Federal aid, or leaving its discharged service men and working forces to the mercy of a gigantic relief or WPA program. It can be safely said that there will be plenty of help for us if we help ourselves.

 DEFERRED PROJECTS

ART COMMISSION					
Proj.No.	Project	Plans	Land	Const'n	Total
601	Remodeling Interior - Civic Auditorium	33,000	-	412,000	445,000
BOARD OF EDUCATION					
713	Swimming Pools	*	*	*	250,000
715	Junior College-Library	50,000	-	575,000	625,000
716	Abraham Lincoln High - Athletic Field	-	-	172,500	172,500
717	Vocational School	*	*	*	775,000
718	Administration Building	*	*	*	800,000
719	Elementary School - 43rd & Ortega	30,000	20,000	350,000	400,000
720	Swimming Pools	*	*	*	250,000
721	Geo. Washington High - Comple't'n: Auditorium, and Music Room	16,500	-	160,650	177,150
722	Grant Sch.-Playground	5,000	35,000	62,500	102,500
723	Lawton School-Addition- al Classrooms	12,500	-	151,250	163,750
724	Miraloma Elem. School	*	*	*	437,500
725	Merced Manor Elem. Sch.	35,000	-	402,500	437,500
726	Lakemerced Elem. Sch.- Unit 1	*	*	*	265,000
727	Swimming Pools	*	*	*	250,000
728	James Denman Jr. High - Auditorium	30,000	-	340,000	370,000
729	Geo. Washington High - Athletic Field	8,400	-	85,600	94,000
730	Candlestick Cove Elem.Sch.	35,000	25,000	402,500	462,500
731	Hunters Point Elem. Sch.	35,000	25,000	402,500	462,500
732	Lakemerced Elem. Sch. - Unit 2	*	*	*	437,500
733	Playgrounds - Expansion	*	*	*	250,000
734	Swimming Pools	*	*	*	250,000
<u>S.F. Junior College:</u>					
735	Men's Gymnasium	10,000	-	114,200	124,200
736	Women's Gymnasium	11,000	-	168,400	179,400
737	Grounds	20,000	-	270,000	290,000
738	Playgrounds - Expansion	*	*	*	250,000
739	Swimming Pools	*	*	*	250,000
Sub-total (Complete Items)		298,400	105,000	3,657,600	4,061,000
* (Incomplete Items)		*	*	*	4,465,000
Total					8,526,000

 * Data on cost of plans and land not given separately.

7 - D E F E R R E D P R O J E C T S

CITY PLANNING COMMISSION

<u>Proj. No.</u>	<u>Project</u>	<u>Plans</u>	<u>Land</u>	<u>Const'n</u>	<u>Total</u>
2306	Exposition Building and Auditorium	700,000	1,000,000	8,300,000	10,000,000

DE YOUNG MUSEUM

909	Monastery	In Program	-	488,750	488,750
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FIRE DEPARTMENT

1012	Park Presidio High Pressure System	60,000	-	690,000	750,000
1013	Potrero Dist. High Pressure System	26,500	-	250,000	276,500
1011	Mission Sunset H.P.S.	137,500	12,500	1,750,000	1,900,000
1004	New Engine House	In Program		88,000	88,000
	Total	224,000	12,500	2,778,000	3,014,500

LEGION OF HONOR MUSEUM

2006	Cornice Repairs	2,000	-	20,000	22,000
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7 - D E F E R R E D P R O J E C T S

PARK DEPARTMENT

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Land</u>	<u>Const'n</u>	<u>Total</u>
1461	Buena Vista Park ⁽¹⁾	12,500	-	112,500	125,000
1466	McLaren Park-Improvements In Program		-	250,000	250,000
1438	Reconstruction of Old Zoo ⁽¹⁾	100,000	-	900,000	1,000,000
	Golden Gate Park:				
1401	South Dr. Reconst'n	1,000	-	99,000	100,000
1402	Park Paths-Reconst'n	-	-	17,500	17,500
1406	McLaren Rhodod. Dell	5,200	-	69,800	75,000
1407	Hand Ball Courts	3,500	-	46,500	50,000
1408	Kezar Stad. - Ticket Booths	1,400	-	18,600	20,000
1409	Kezar Stad. - Cement Painting-Walls	-	-	10,000	10,000
1410	Kezar Stad. - Concrete Deck	5,200	-	69,800	75,000
1411	Kezar Stad. - Rehabilitation-Walls	-	-	10,000	10,000
1413	Big Recr. Field - Devel.	18,000	-	232,000	250,000
1414	Kezar Stad. - Conven.Stas.	1,400	-	18,600	20,000
1415	Conserv'y Bath House	300	-	3,700	4,000
1416	Main Yard Shops - Warehouse, Garage	8,500	-	116,500	125,000
1419	Sheep Sheds	1,750	-	23,250	25,000
1420	Chalet Recr. Fld. Devel.	25,000	-	325,000	350,000
1421	Miscellaneous Drives	7,000	-	93,000	100,000
1422	Stadium - Structures	10,000	-	140,000	150,000
1423	McLaren Lodge	10,000	-	140,000	150,000
1424	Horse Shoe Courts	7,000	-	93,000	100,000
1425	Convenience Stations	7,000	-	93,000	100,000
1426	Conservatory	90,000	-	1,410,000	1,500,000
1427	Fieldhouse - Tennis and Bowling	5,000	-	70,000	75,000
1428	Arboretum	15,000	-	235,000	250,000
1432	De Laveaga Dell & Bear Pit Area	5,000	-	95,000	100,000
1433	Dutch Windmill	400	-	7,100	7,500
1434	Murphy Windmill	400	-	7,100	7,500
1435	Kezar Stad.-Parking Area	5,000	-	95,000	100,000
1436	Rose Garden	1,800	-	28,200	30,000

(Continued on next page)

(1) One half of Projects 1461 and 1438 included in 6-year Program.

7 - DEFERRED PROJECTS

PARK DEPARTMENT (Cont.)

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Land</u>	<u>Const'n</u>	<u>Total</u>
1437	"GJOA" (Amundsen's Ship)	-	-	20,000	20,000
1440	Zoological Gardens -				
	Concession Stand	1,400	-	18,600	20,000
	<u>Fleishhacker Playfield</u>				
1441	Auto Parking	-	-	7,500	7,500
1442	Miniature Train	10,000	-	90,000	100,000
1443	Pool Area-Drainage and				
	Paving	4,000	-	71,000	75,000
1444	Pool Area-Stadium, etc.	20,000	-	180,000	200,000
1445	Aquatic Park Center-Dev.	90,000	-	910,000	1,000,000
1447	Harding Park - Fence	-	-	8,000	8,000
1448	Lincoln Park - Removal				
	Road, etc.	-	-	50,000	50,000
1450	Lincoln Park - New Road	5,000	-	45,000	50,000
1451	Marina Park - Driveway	2,000	-	38,000	40,000
1452	Sharp Park - Club House	750	-	9,250	10,000
1453	Sharp Park - Underpass	1,000	-	9,000	10,000
1454	Sutro Hts. Park-Rehabil.	15,000	-	135,000	150,000
1455	Telegraph Hill -				
	Retaining Wall	1,500	-	13,500	15,000
1456	Twin Peaks - Irrigation				
	System	-	-	25,000	25,000
1457	Yacht Harbor - Rehabil.				
	and Extension	100,000	-	900,000	1,000,000
	<u>Fleishhacker Playfield:</u>				
1458	Concession Booth	1,000	-	14,000	15,000
1459	Picnic Area	7,500	-	67,500	75,000
1464	Holly Park-Rehabilitation	15,000	-	135,000	150,000
1465	Lincoln Park-Harding Bl.	30,000	-	270,000	300,000
1467	Sharp Park-Auto Park Area	2,500	-	22,500	25,000
1469	South Park-Rehabilitation	750	-	14,250	15,000
1470	Sutro Heights Park -				
	Diorama Building	500	-	99,500	100,000
1471	Alamo Square-Tennis Courts	750	-	9,250	10,000
1472	Bay View Park-Improvements	10,000	-	90,000	100,000
1473	McKinley Square-Improvements	1,250	-	23,750	25,000
	<u>Mt. Davidson Park:</u>				
1474	Roads and Paths	1,250	-	23,750	25,000
1475	Power System	500	-	4,500	5,000
	<u>Total</u>	<u>669,000</u>		<u>8,133,000</u>	<u>8,802,000</u>

7 - DEFERRED PROJECTS

POLICE DEPARTMENT

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Land</u>	<u>Const'n</u>	<u>Total</u>
1103	Traffic Bureau Building In Program	-	-	329,000	329,000
1105	Golden Gate Park Station	6,000	-	94,000	100,000
1106	Ingleside Police Station	6,000	-	94,000	100,000
1104	Mission Police Station	6,000	-	94,000	100,000
1107	Southern Police Sta.Add'n	<u>1,800</u>	-	<u>28,200</u>	<u>30,000</u>
Total		19,800		639,200	659,000

PUBLIC HEALTH DEPARTMENT

1223	Hassler Health Home - New Dormitory	In Program	-	50,000	50,000
1202	S.F. Hosp.-Remodeling	12,000	-	198,600	210,600
<u>Laguna Honda Home:</u>					
1205	Maintenance & Repairs	1,500	-	40,500	42,000
1209	Concrete Reservoir	1,200	-	20,000	21,200
1212	Health Center Building- Maintenance & Repair	825	-	16,500	17,325
1213	S.F. Hosp.-Additions	5,000	-	95,000	100,000
1214	Hassler Health Farm-Add'n	1,000	-	17,000	18,000
1215	Gen. Emerg. Hosp.-Add'n	500	-	10,500	11,000
1216	Health Center Bldg.-Light Fixts. & Sound Proofing	500	-	10,000	10,500
1217	Hassler Health Home-Remod.	800	-	16,800	17,600
1219	S.F. Hosp.- Nursing Supplies Building	1,000	-	15,000	16,000
<u>Laguna Honda Home:</u>					
1221	Additions	6,000	-	117,000	123,000
1222	New Laundry Building	5,000	-	75,000	80,000
1224	Chinatown, North Beach- Health Center Building	<u>2,000</u>	<u>17,500</u>	<u>35,000</u>	<u>54,500</u>
Total		37,325	17,500	716,900	771,725

PUBLIC LIBRARY

807	Main Library	In Program	-	700,000	700,000
814	Oceanview Branch	"	6,000	22,300	28,300
815	Visitation Valley Branch	"	<u>6,000</u>	<u>22,300</u>	<u>28,300</u>
Total			12,000	744,600	756,600

7 - D E F E R R E D P R O J E C T S

PUBLIC UTILITIES COMMISSION

Bureau of Light, Heat and Power

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Const'n</u>	<u>Total</u>
<u>STREET LIGHTING:</u>				
2124	Portola-Castro to Sloat	1,000	71,000	72,000
2133	Lake Merced Boulevard	600	96,400	97,000
2136	G.G. Park-Main Drive & Panhandle	600	61,400	62,000
2138	Clipper-Douglass to Portola	500	12,200	12,700
2140	Sunset Blvd.-Extension (G.G.Park)	600	11,400	12,000
2141	Golden Gate Park-South Drive	600	57,400	58,000
2142	Anza-Parker to Masonic	300	12,100	12,400
2143	Stanley-Junipero Serra to Orizaba	500	9,500	10,000
2144	California-Fillmore to Arguello	400	33,100	33,500
2145	Hyde-Market to California	300	39,700	40,000
2146	G.G. Pk.-19th to Presidio Pkwy.	700	14,300	15,000
2147	Geneva-Praque to City Line	200	10,300	10,500
2148	12th St.-Market to Harrison	300	10,700	11,000
2149	Fillmore-Fulton to Broadway	500	50,500	51,000
2150	Webster-Duboce to Broadway	300	58,700	59,000
2151	8th St.-Market to Division	300	12,100	12,400
2152	Bryant-Division to Army	500	47,500	48,000
2153	Ellis-Market to Van Ness	400	40,000	40,400
2154	Eddy-Market to Van Ness	400	35,200	35,600
2155	Turk-Market to Van Ness	400	30,400	30,800
2156	Pacific-Larkin to Embarcadero	500	34,500	35,000
2157	South Van Ness-Market to Howard	400	6,800	7,200
2158	Leavenworth-McAllister to Calif.	400	33,600	34,000
2159	Leavenworth-Calif. to Jefferson	500	45,500	46,000
2160	Marina Blvd.-Laguna to Lyon	400	20,600	21,000
2161	7th & Laguna H. Bl.-Linc'n to Dewey	400	34,900	35,300
2162	Bush-Market to Van Ness	200	67,800	68,000
2163	Dewey-Laguna Honda to Taraval	300	7,550	7,850
2164	Laguna Honda Bl.-Dewey to Portola	400	7,600	8,000
2165	Laruel Hill Bl.-Presidio to Parker	300	18,900	19,200
2166	W. Portal-Ulloa to St. Francis Cir.	600	15,500	16,100
2167	Scott-Duboce to Lombard	600	63,400	64,000
2168	Golden Gate Heights Subdivision	600	39,400	40,000
2169	Pine-Market to Van Ness	500	65,200	65,700
2170	Sunset Bl.-Lincoln to L. Merced Bl.	300	20,700	21,000
2171	Pine-Van Ness to Presidio	400	46,300	46,700
2172	4th St.-Townsend to 3rd Street	400	9,100	9,500
2173	South Van Ness-14th to Army	600	69,400	70,000
2174	Duboce-Market to Bryant	600	19,400	20,000
2175	Great Highway-Pt. Lobos to Ulloa	300	15,700	16,000
2176	Duboce-Market to Castro	400	14,200	14,600
2177	Baker & Lyon-Lombard to Marina Bl.	300	17,700	18,000
2178	7th Street-Market to Townsend	400	25,800	26,200
2179	Post-Pierce to Presidio	300	14,700	15,000

(Continued on next page)

7 - DEFERRED PROJECTS

PUBLIC UTILITIES COMMISSION (Cont.)

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Const'n</u>	<u>Total</u>
	<u>STREET LIGHTING: (Cont.)</u>			
2180	G.G. Pk.bypass Fulton to Linc'n	300	8,200	8,500
2181	Steiner-Duboce to Chestnut	600	65,400	66,000
2182	Oak-Van Ness to Stanyan	400	53,600	54,000
2183	Turk-Van Ness to Divisadero	400	54,600	55,000
2184	Bush-Van Ness to Presidio	400	46,100	46,500
2185	O'Farrell-Market to Van Ness	500	44,700	45,200
2186	O'Farrell-Van Ness to St. Joseph	400	36,900	37,300
2187	Gough-Market to McAllister	300	10,300	10,600
2188	34th Ave.-Clement to Fulton	400	12,600	13,000
2189	Fulton-Divisadero to Masonic	300	11,200	11,500
2190	Powell-California to Broadway	500	11,500	12,000
2191	Valencia-Market to Mission	400	27,100	27,500
2192	Mason-Market to Bush	400	30,300	30,700
2193	Brannan-Embarcadero to Division	400	35,600	36,000
2194	Divis. Highway-Alemany to Waller	1,000	39,000	40,000
2195	Divisadero-Waller to California	400	39,600	40,000
2196	Army-San Jose to Sanchez	500	11,500	12,000
2197	Polk-Post to California	200	12,400	12,600
2198	Hyde-California to Lombard	500	24,500	25,000
2199	Golden Gate Park-Secondary Roads	400	51,600	52,000
2200	Columbus Ave. (Ext. to Market)	600	29,400	30,000
2201	Harrison-10th St. to 14th St.	200	4,300	4,500
2202	Mason (Extension to Brannan)	700	26,300	27,000
2203	Bernal Heights Blvd.	300	19,900	20,200
2204	Grant Ave. (Ext. to Brannan)	700	26,300	27,000
2205	El Camino del Mar-32nd to Pt.Lobos	500	21,000	21,500
2206	Colo-Haight to Parnassus	400	13,600	14,000
2207	McCoppin & Duboce-Market to Otis	400	16,600	17,000
2208	6th St. Viaduct-Brannan to 3rd St.	700	32,300	33,000
2209	Skyline Blvd.-Sloat to City Line	500	49,000	49,500
2210	Vallejo-Van Ness to Fillmore	400	17,600	18,000
2211	Bay-Embarcadero to Columbus	300	19,700	20,000
2212	9th Ave.-Lincoln Way to Judah	300	8,700	9,000
2213	Spear-Market to Embarcadero	300	9,400	9,700
2214	Clipper-Sanchez to Douglass	400	13,600	14,000
2215	Steuart-Market to Embarcadero	300	6,400	6,700
2216	Stanyan-Fulton to Parnassus	500	22,500	23,000
2217	Montgomery-Market to California	200	13,000	13,200
2218	Blue Mountain Rd. (Sutro Forest off Clarendon Ave.)	500	19,500	20,000
2219	Jones St.-Market to California	250	33,750	34,000
2220	Visitation Ave.-Hahn to Bayshore	400	17,600	18,000
2221	Telegraph Hill Blvd.	400	4,500	4,900
2222	Bartlett St.-22nd to Army	400	10,600	11,000
2223	Post St.,-Market to Mason St.	400	23,200	23,600
2224	Sutter-Market to Van Ness	500	56,200	56,700

(Continued on next page)

7 - DEFERRED PROJECTS

PUBLIC UTILITIES COMMISSION (Cont.)

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Const'n</u>	<u>Total</u>
<u>STREET LIGHTING: (Cont.)</u>				
2225	New Montgomery-Market to Howard	200	10,800	11,000
2226	Powell-Market to California	400	27,200	27,600
2227	Stockton Street-Market to Bush	400	17,000	17,400
2228	Grant Ave.-Market to Bush	300	13,500	13,800
2229	Kearny St.-Market to California	400	16,400	16,800
2230	Taylor St.-Post to California	300	12,300	12,600
2231	Geary St.-Market to Van Ness	500	50,100	50,600
2232	Market St.-Embarc. to Valencia	1,000	174,000	175,000
2233	Larkin St.-McAllister to Calif.	250	33,750	34,000
2234	Civic Center	600	78,400	79,000
2235	Front Street-Market to Calif.	200	5,300	5,500
2236	Battery St.-Market to Calif.	200	6,900	7,100
2237	Davis St.-Market to Calif.	200	3,100	3,300
2238	Sansome-Market to California	200	9,700	9,900
2239	Main-Market to Embarcadero	300	15,200	15,500
2240	Hunters Pt. Blvd.-3rd to Navy Base	400	63,100	63,500
2241	Castro St.-17th St. to 19th St.	200	7,300	7,500
2242	Eureka-17th St. to 23rd St.	300	12,200	12,500
Total		45,100	3,126,050	3,171,150

Hetch Hetchy System

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Land</u>	<u>Const'n</u>	<u>Total</u>
201	Cherry River Dam	In Program	-	9,875,000	9,875,000
202	Eleanor-Cherry Div. Tun.	"	-	1,087,500	1,087,500
<u>Cherry River Developm't:</u>					
203	Aqueduct	"	-	1,650,000	1,650,000
204	Power House & Penstock	"	-	5,300,000	5,300,000
205	Transmission Line	"	-	2,600,000	2,600,000
206	Red Mt. Power House	"	-	1,515,000	1,515,000
214	O'Shaughnessy Power Hse.	"	-	1,150,500	1,150,500
215	H.H.Aqueduct Tun.Lining	"	-	1,382,974	1,382,974
216	Early Intake Power Devel.	100,000	-	13,500,000	13,600,000
217	Mun.Power Dist. System	1,400,000	700,000	33,900,000	36,000,000
Total		1,500,000	700,000	71,960,974	74,160,974

Municipal Railway

401	Reconstr. & Repairs ⁽¹⁾	300,000	-	4,128,000	4,428,000
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(1) Balance of the cost of plans and construction (total \$9,928,000) does not include (\$15,572,000) cost of rolling stock and other equipment.

7 - DEFERRED PROJECTS

PUBLIC WORKS DEPARTMENT

Bureau of Architecture

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Land</u>	<u>Const'n.</u>	<u>Total</u>
60	Civil Courts Bldg.	In Program	-	5,050,000	5,050,000
61	City Hall				
	Alterations	50,000	-	854,000	904,000
62	Civic Center Power				
	House - Addition	7,000	-	148,000	155,000
63	Traffic Bureau &				
	Courts Bldg. (1)	16,500	-	281,000	297,500
	Total	73,500		6,333,000	6,406,500

Bureau of Engineering

HIGHWAYS & STREETS

27	Calif. St.-Widening-				
	8th to 32nd Ave.	1,000	-	138,000	139,000
29	Portola Drive -				
	Widening and				
	Realignment	213,000	1,750,000	3,500,000	5,463,000
36	Broadway Tunnel	150,000	330,000	2,720,000	3,200,000
37	Sunset Blvd.- Ext.-				
	Golden Gate Park	22,000	-	388,000	410,000
48	19th Ave. and Park				
	Presidio -Park				
	Crossing	100,000	650,000	1,450,000	2,200,000
50	Great Highway -				
	Esplanade	180,000	-	3,680,000	3,860,000
	Total	666,000	2,730,000	11,876,000	15,272,000

SEWERS

58	Richmond-Sunset				
	Treatment Plant-				
	Treatment Method	60,000	-	440,000	500,000
55	North Point Treat-				
	ment Plant and				
	Outfall	In Program	In Program	5,500,000	5,500,000
	Total	60,000		5,940,000	6,000,000

(1) A similar project (No. 1103) is included in the Six-Year Program of Police Department.

7 - DEFERRED PROJECTS

RECREATION COMMISSION

Proj.No.	Project	Plans	Land	Const'n.	Total
1363	Calvary Cem. Area Plyg'nd	4,000	In Program	48,000	52,000
1364	Laurel Hill Area Plyg'nd	14,000	"	227,000	241,000
1365	Parkside Dist.Playground	16,000	"	254,000	270,000
1366	West Sunset Dist.Plyg'nd	30,000	"	400,000	430,000
1360	Helen Wills Rec. Center	In Program	"	124,675	124,675
1361	James Rolph Jr. Rec. Ctr.	"	"	124,675	124,675
1369	Francis Scott Key Plyg'nd	"	"	66,979	66,979
1304	Aptos Playground	2,250	-	38,000	40,250
1307	St. Marys Fieldhouse	7,680	-	153,000	160,680
1308	Ocean View Fieldhouse	-	-	149,024	149,024
1310	J. P. Murphy Fieldhouse	-	-	21,500	21,500
1311	Camp Ike Dye	19,200	-	252,900	272,100
1316	Camp Mather (New Lodge)	-	-	57,000	57,000
1317	Crocker-Amazon Soccer Fld.	7,000	-	102,000	109,000
1319	Funston Playground	300	-	8,000	8,300
1320	A.J. Rossi-Bleachers	500	-	50,000	50,500
1321	Camp Mather(Rehabilitation)	28,440	-	711,000	739,440
1323	Repaving Various Plyg'nds	500	-	100,000	100,500
1325	Presidio Hts. Playground	1,882	-	27,197	29,079
1326	Sigmund Stern Grove (Stage & Facilities)	1,860	-	31,000	32,860
1329	Corporation Yard	6,000	-	104,000	110,000
1334	Junior Museum Bldg.	9,000	-	225,000	234,000
1335	Gilman Plyg'nd Fieldhouse	870	-	15,000	15,870
1340	Cayuga Playground	7,200	20,000	120,000	147,200
1341	Miraloma Playground	7,000	15,000	100,000	122,000
1344	Pine Lake Picnic Grounds	4,300	80,000	58,000	142,300
1345	Father Crowley Rec.Center	30,000	-	520,000	550,000
1346	Glen Park Playground	1,000	-	24,274	25,274
1347	Angelo J. Rossi Fieldhouse	-	-	386,238	386,238
1349	Crocker-Amazon Baseball Bleachers	-	-	357,807	357,807
1350	Roller Skating Rink	9,000	25,000	155,000	189,000
1351	Cultural Activities Bldg.	6,500	10,000	110,000	126,500
1353	Bayview Playground	1,878	-	31,800	33,678
1355	West Portal Fieldhouse	1,230	-	16,000	17,230
1357	Richmond Playground	2,450	-	37,000	39,450
1358	Julius Kahn Fieldhouse	1,163	-	18,225	19,388
1359	Argonne Fieldhouse	1,020	-	17,500	18,520
1362	Lake Merced Dist.Plyg'nd	30,000	78,000	380,000	488,000
1367	Farragut Sch.Area Plyg'nd	3,000	178,000	45,000	226,000
1368	Bernal Hts. Recreation Field	10,303	-	175,732	186,035

7 - DEFERRED PROJECTS

RECREATION COMMISSION (Cont)

<u>Proj.No.</u>	<u>Project</u>	<u>Plans</u>	<u>Land</u>	<u>Const'n.</u>	<u>Total</u>
	<u>LIGHTING:</u>				
1370	M. S. Hayward	947	-	15,780	16,727
1371	Helen Wills	360	-	6,000	6,360
1372	Jackson	1,003	-	16,710	17,713
1373	Michelangelo	111	-	1,856	1,967
1374	Sigmund Stern Gr:	600	-	10,000	10,600
1375	Noe Valley				
	Tennis Courts	223	-	3,713	3,936
1376	Glen Park	2,222	-	37,131	39,353
1377	Visitation Valley	433	-	7,216	7,649
1378	Potrero Hill	2,315	-	38,586	40,901
1379	Bernal	251	-	4,178	4,429
1380	Bay View	557	-	9,283	9,840
1381	John P. Murphy	237	-	3,951	4,188
1382	St. Mary's				
	Playground	2,339	-	38,986	41,325
1383	Portola	1,170	-	19,494	20,664
1384	Aptos	835	-	13,925	14,760
1385	Crocker-Amazon	724	-	12,068	12,792
1386	Douglass	835	-	13,925	14,760
1387	Sunset	780	-	12,996	13,776
1388	Ocean View	2,506	-	41,773	44,279
1389	Angelo J. Rossi	1,504	-	25,063	26,567
	<u>Total</u>	<u>285,478</u>	<u>406,000</u>	<u>6,175,160</u>	<u>6,866,638</u>

SUMMARY - DEFERRED PROJECTS

294 Projects - \$4,913,603 \$4,983,000 \$135,429,234 \$145,325,837

12 Projects - (Data not given separately) 4,465,000

Total - 306 Projects \$149,790,837

main ^{kn}

